

97-84157-17

U.S. Navy Dept.

Classification, can
supervisors find answers...

[Washington]

[1944]

97-84157-17

MASTER NEGATIVE #

COLUMBIA UNIVERSITY LIBRARIES
PRESERVATION DIVISION

BIBLIOGRAPHIC MICROFORM TARGET

ORIGINAL MATERIAL AS FILMED - EXISTING BIBLIOGRAPHIC RECORD

308	
Z	
Box 691	U. S. Navy dept. Division of shore establishments and civilian personnel.
	Classification, can supervisors find answers to it? [Washington, U. S. Govt. print. off., 1944, cover-title, 16 p. illus. 23 ^{cm} .
	On p. [2] of cover: Wage administration and classification branch, Division of shore establishments and civilian personnel, Navy dept. ... Rev. Sept. 1944.
	"For those who want to read more": p. 16.
	1. U. S.—Officials and employees—Salaries, allowances, etc. 2. U. S. Navy dept.—Appointments, promotions, salaries, etc. 3. Job analysis.
	44-41772
Library of Congress	JK775 1944 e
	[4] 351.1

RESTRICTIONS ON USE: Reproductions may not be made without permission from Columbia University Libraries.

TECHNICAL MICROFORM DATA

FILM SIZE: 35mm

REDUCTION RATIO: 10:1

IMAGE PLACEMENT: IA (IIA) IB IIB

DATE FILMED: 8-7-97

INITIALS: PB

TRACKING #: 26659

FILMED BY PRESERVATION RESOURCES, BETHLEHEM, PA.

417

U.S. Navy Dept

CCX

CLASSIFICATION

Can supervisors
find answers
to it?

308

Z

Box 69)

CLASSIFICATION

can supervisors find answers to it?

<i>Foreword</i>	1
<i>Why Are Positions Classified?</i>	2
<i>How the Federal Classification System Came About</i>	4
<i>How the Classification System Operates</i>	7
<i>How Positions Are Evaluated</i>	10
<i>How Can a Supervisor Use the System to Best Advantage?</i> ..	12
<i>Tips to Supervisors on Classification</i>	15
<i>Summary</i>	16



Wage Administration and Classification Branch • Division of Shore Establishments and Civilian Personnel • Navy Department
Washington, D. C. • June 1944. Revised September 1944.

FOREWORD

As a supervisor in the Navy Department, you are concerned with Position Classification. In the Federal service, positions are classified, by law, according to their duties and responsibilities, so that all *like* positions are treated *alike* for purposes of recruiting, pay, promotion, transfer, and reduction in force. The effects of consistent and accurate classification on the morale of your working force, and on the confidence of your subordinates in obtaining fair and equal treatment, are clear. And, in turn, your production record, your reputation as a good supervisor, and your peace of mind regarding your work depend in a large measure on the efforts and good will of the people who look to you for leadership and guidance.

This booklet tells the supervisor about position classification, as it op-

erates in the Navy Department. It is intended to explain some of the basic features of the system. It is not a technical treatise, and it is not a "doctor book" for the treatment of individual classification problems. Nor is it a substitute for a training course for classification specialists, in the technique of classification fact-finding, analysis, and evaluation. Rather, it presents to Navy supervisors the background of the system and explains the basic features of the Navy classification plan.

In preparing this booklet for distribution to many thousands of Navy supervisors, it was decided that maximum value would be obtained if it were gauged to the relatively new supervisor, who is not familiar with Position Classification. The indulgence of those already familiar with the system is therefore requested.

CLASSIFICATION can supervisors find answers to it?

<i>Foreword</i>	1
<i>Why Are Positions Classified?</i>	2
<i>How the Federal Classification System Came About</i>	4
<i>How the Classification System Operates</i>	7
<i>How Positions Are Evaluated</i>	10
<i>How Can a Supervisor Use the System to Best Advantage?</i>	12
<i>Tips to Supervisors on Classification</i>	15
<i>Summary</i>	16



Wage Administration and Classification Branch • Division of Shore Establishments and Civilian Personnel • Navy Department
Washington, D. C. • June 1944. Revised September 1944.

4/13/45 K.C.

120
MAY 7 1945

FOREWORD

As a supervisor in the Navy Department, you are concerned with Position Classification. In the Federal service, positions are classified, by law, according to their duties and responsibilities, so that all like positions are treated alike for purposes of recruiting, pay, promotion, transfer, and reduction in force. The effects of consistent and accurate classification on the morale of your working force, and on the confidence of your subordinates in obtaining fair and equal treatment, are clear. And, in turn, your production record, your reputation as a good supervisor, and your peace of mind regarding your work depend in a large measure on the efforts and good will of the people who look to you for leadership and guidance.

This booklet tells the supervisor about position classification, as it op-

erates in the Navy Department. It is intended to explain some of the basic features of the system. It is not a technical treatise, and it is not a "doctor book" for the treatment of individual classification problems. Nor is it a substitute for a training course for classification specialists, in the technique of classification fact-finding, analysis, and evaluation. Rather, it presents to Navy supervisors the background of the system and explains the basic features of the Navy classification plan.

In preparing this booklet for distribution to many thousands of Navy supervisors, it was decided that maximum value would be obtained if it were gauged to the relatively new supervisor, who is not familiar with Position Classification. The indulgence of those already familiar with the system is therefore requested.

308
Z
Box 691

Why are positions CLASSIFIED?



Positions are classified for the same reason that other things that have to be managed are classified—books, hardware, airplanes, any large collection of things that are alike in some respects but different in others.

It would be poor management to try to operate a store or a library, for example, if all the items were piled together and all mixed up.

One of the first things a store manager must do is to sort out his stock, and put a label and price on each type of item. All like items are then placed in the same bin. Otherwise confusion and mistakes are made, and delay results. Sorting his stock enables the manager to set a standard price for all items of the same kind, size, and quality grade. By treating the items as a group, rather than as

individual items, the manager can make his work easier, give better service, and save operating costs, besides treating his customers equally.

The same thing is true in the management of personnel.

Many positions are so alike that they can be treated as groups, rather than individually. By grouping or "classifying" positions, it becomes possible to:

(1) *Recruit a number of people to do like work thru one test.* If the work is the same, in several positions, it will require the same qualifications, and the applicants can be tested at the same time and thru the same test. If this is done, the candidates can be ranked in the order of their qualifications, with the best on top. It also enables the manager to have a list of qualified people in reserve, so that he

will not have to take the first candidate who comes along, no matter how unqualified he may be, if more help is needed.

This is important in peace time. It is much more important in wartime, when manpower cannot be wasted thru unplanned and hit-or-miss recruiting, which leads to misfits on jobs, failures, turnover, discontent, floating from job to job, and waste of supervisors' time and energy.

By classifying positions, the manager can:

(2) *Estimate his budget needs on the basis of a common denominator.* Without work titles or ratings which have a definite meaning the Congress and the budget agency cannot really know what they are providing money for when they allot funds for personal services. In a large organization, it is impossible for any one administrator or supervisor to know much about all the positions from personal knowledge. Good management and fairness require that there be an accurate record of each position, that the positions be grouped together in an orderly fashion, and that the groups or classes be labeled with titles which tell the kind of work and its relative value. For example, "Mechanical Engineer, Grade 4."

Estimates based on meaningless or inaccurate titles are mere guesses.

By classifying positions, the manager can:

(3) *Give equal pay for equal work.*



To avoid paying some employees less than their work is worth as compared with the work of others, it is necessary to measure each position to determine how difficult and responsible it is. When this is done, positions that are equal in difficulty and responsibility can be put in the same pay grade.

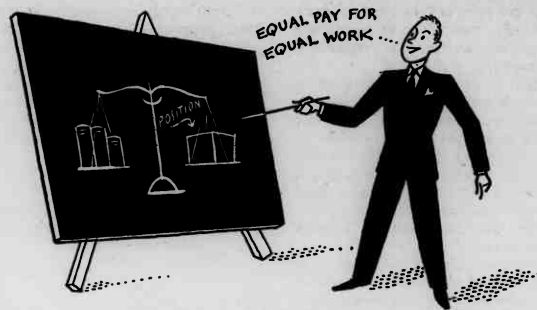
By classifying positions, the manager can:

(4) *Establish lines of promotion and transfer.* Unless positions are



systematically brought together in classes and labeled by descriptive titles in an orderly title system, it is impossible to know what promotion and transfer opportunities exist in an organization.

When vacant positions carry meaningful classification titles, it is apparent at once that it would be possible to promote or transfer employees already working in the organization and doing work sufficiently like the work of the vacant position to insure that a promotion or transfer is advisable. Filling positions by promotion and transfer stimulates morale, utilizes existing skills, and saves recruiting costs.



How the Federal Classification System came about

The Federal Classification System is the product of over 100 years of searching for a system of fair and business-like treatment for Federal employees and supervisors.

It is based upon fundamental principles of human nature involved in the relations of employees with each other and with their supervisors.

First:

Employees who work side by side at the same duties want the same pay for their efforts.

Second:

Some supervisors who are primarily interested in doing a good production job are inclined to be less concerned with observing the principle of equal pay for equal work than they are in recruiting and retaining the best staffs they can obtain for their own units of the organization.

Since they all want the best people, and since there are not enough best people to go around, a Code of Fair Competition among supervisors is needed.

If some employees are paid more than others for equal work, it will cause feelings of injustice, resentment, and discontent, among the employees in the same unit or in other units, which will result in not only lowered morale, but in resignations, and in bad feeling toward the "favored" employees.

"Morale" is the force which inspires a group of people to do their best work. It is found in every winning football team, every successful military or political organization and business firm.

Unequal Pay Poisons Morale

This fundamental truth has been recognized by the Congress of the United States.

"In determining the rate of pay which an employee shall receive, the principle of equal pay for equal work, irrespective of sex, shall be followed."

—The Classification Act of 1923.

And by the War Labor Board

"In our opinion there is no single factor in the whole field of labor relations that does more to break down morale, create individual dissatisfaction, encourage absenteeism, increase labor turnover, and hamper production than obviously unjust inequalities in the wage rates paid to different individuals in the same labor group within the same plant."

—Statement issued March 3, 1943.

Not only the employees, but the supervisor needs a system of equal pay for equal work. Every supervisor wants the best subordinates he can get.

In private business, it is considered

economical management to hire the best talent available.

Accordingly, each business man competes with others for the best employees; if necessary, each one will offer the highest wage he can afford, within the limits of what the work is worth to him.

He will not pay more than the work is worth for he would lose money—His money.

In the Government Service, on the other hand, supervisors are not using their own money, but *that of the United States Government*.

Being human, and wanting the best people, supervisors as a rule, do not hesitate to offer the government's money liberally.

Unrestrained, this unavoidably results in inflation of rates, pirating of employees, instability, and confusion—and the most unscrupulous supervisor sets the pace for the others.

Many years ago, supervisors demanded protection from such conditions, and this demand found expression in law. It was provided by the Congress that the value of positions would be determined by an impartial central agency, acting on facts supplied by employees and supervisors.

It was provided also that the grade value of a position would be decided on the sole basis of the *duties* performed and *responsibilities* exercised by the employees, and *not* on the basis of other considerations, such as—

- (1) Amount of work done.
- (2) Size of the employee's family.
- (3) Sex.
- (4) Seniority, or length of service.



- (5) Relative efficiency.
- (6) Unusual qualifications of an incumbent of a position.
- (7) Shortage of allotted funds.
- (8) Overtime.
- (9) Scarcity of available new employees.

It was recognized by Congress, upon the advice of experienced personnel people and administrators, that these matters would be better treated through other means than boosting the pay of a few individuals above that of the whole group of employees doing work of equal difficulty and responsibility.

For example, differences in the amount of work to be done should be taken care of through assignment of the right number of people to a unit. Since the volume of work of a unit might change constantly, it is better to adjust the number of people assigned to the unit, and not to adjust the value of the positions and promote or demote the employees each time the volume of work changed.

It was provided by the Congress that differences in the length of service or efficiency of employees should be recognized through salary increases within the range of pay of a class.

For example, Positions in Grade One of the Professional Service have a pay range of \$600, with six equal steps of \$100 each, which can be used for efficiency or length of service step increases.

The Congress has provided by separate laws that Federal employees may be paid for overtime work.

For employees who are qualified for higher grade work than they are doing, it is assumed that the remedy for such a situation lies in putting the employee in a higher grade position, not in paying him more for skills which he does not use.

Similarly, the Congress did not consider that a scarcity of qualified employees could be remedied by paying new recruits more than employees who are doing work of the same class. In

flating the pay rate for some and not for others would unavoidably result in uncertainty and confusion, and would encourage "shopping around," turnover, loss of time from production, and discontent among employees. The remedy was considered to lie in better recruiting, and utilization of idle skill, training, reorganization of work, and other means. It was recognized that raising pay rates above the "ceiling" does not create any skill. It helps to fill positions only by taking employees away from other supervisors or agen-



cles. In many situations it is a comparatively simple matter to put unused talent to work through promotion or transfer of present staff, to create skills through training, or to eliminate unnecessary work, than it is to recruit, orient, train, and adjust the kind of employees that are available in a poor market.

It is human nature to take the easiest way out of a problem. Many supervisors tend to try to solve all of their management problems through giving more pay. The better ones know that raising pay will solve only some of the personnel problems. Lasting solutions for other problems must come through better leadership and guidance, planning, inspiration, fair treatment, training, and the provision of opportunities for personal improvement.

The classification system does not hinder such good supervision. Rather it assists it, by encouraging supervisors to delegate work and by offering an incentive to employees to do higher grade work.

In addition, by requiring a written statement of facts as to what each employee does and what his relationships are with other employees, it

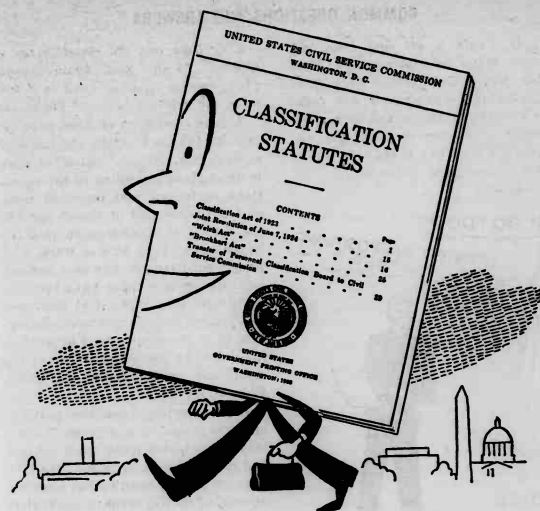
causes the supervisor to clarify the responsibility of each employee and supervisor. This tends to eliminate misunderstanding, gives the employee a definite idea of what is expected of him and serves as a basis for analyzing and improving organization.

The time spent by the employee and the supervisor in writing down their duties and responsibilities and agreeing on exactly *who* is to do *what* is one of the most profitable investments of time that they can make. Few aspects of supervision are more commonly neglected in every day practice. When the proper classification procedure is followed, it is possible not only to provide the facts needed for correct classification but also to eliminate misunderstanding arising from failure to agree on what is expected of employees.

The position description serves as a voucher for the payment of salaries, and the supervisor who signs a document of this kind assumes responsibility for its accuracy. Misrepresentation leading to misappropriation of funds constitutes a fraud just as it does with travel or other fiscal transactions. This is a responsibility of the supervisor and cannot be placed on the classifier.

It is not for an individual supervisor to decide that Federal pay rates are too low or too high. The Federal Classification Plan, and the laws relating to overtime and salary increases within grades, represent the policy of the Congress of the United States. The Congress retains to itself alone the authority to change the existing laws and the basic pay rates. Since 1923 it has changed the laws and the pay rates several times when sufficient need for so doing has been demonstrated.

At the present time existing laws do not allow pay differentials based on local wage structures, and the Classification Act Salary Schedules must be applied throughout the country as specified in the act.



How the Classification System operates

Position classification has been used as an essential part of management in the United States for over 30 years.

Today it is being used in most States, in the larger cities, in the Federal Governments of the United States and Canada and in many of the better managed larger private businesses.

Through the years many improvements in method and procedure have been developed through the experience of many classification specialists and administrators.

To achieve the most consistent evaluations of positions, with the lowest expenditure of time and effort, the following procedures have been developed and proven in practice, with consistent success:

(1) The employee who does the work and knows it best, describes it in writing, to furnish the facts necessary to an evaluation.

(2) The supervisor, who knows the work plans and procedures, and the relationships of all the positions in the unit, adds to the description to complete the picture.

(3) An impartial trained analyst, who is familiar with classification standards and values, and with other positions, and who is skilled in fact finding and evaluation, analyzes the description, obtains supplementary information if necessary, and classifies the position, by measuring it against the standards.

COMMON QUESTIONS AND ANSWERS

1. Q. Would it not save time and provide better descriptions if the classifier were to describe the work after studying the organization and talking with the employee and supervisor instead of having the employee describe his work and having the supervisor review and comment on the description?



A. No. Interviewing is a slow, costly method of obtaining facts. It requires two persons' time rather than one. Many employees do not express themselves well when questioned in this way and are likely to be nervous or excited in such a situation. On the other hand, the written form gives them a chance to concentrate without outside distraction and gives the supervisor the chance to add to or comment on the description.

Interviews are sometimes necessary for verifying, clarifying, and amplifying descriptions, but 80 percent of the position facts do not require such discussion.

The written description serves as the record required by law as a basis for salary payments, and no other description is necessary.

2. Q. How can the classifier, as a stranger to the unit, know enough about special types of work to determine the relative value of positions?

A. The classifier's problem is to determine (a) the kind and (b) the level of work of a position. "Kind" of work is determined according to the operations performed and processes used, and the basic field of knowledge and the degree of specialization involved in the work. Each kind of work, with proper subdivisions, has been defined, and appropriate titles have been established; e. g., Electrical Engineer, or Clothing Inspector. The determination as to the proper kind of work is arrived at by analysis in terms of the definitions, which cover the entire Federal service.

The evaluation of positions to determine the proper level or grade is based on factors which make work difficult and responsible regardless of the kind of work. Every position has a certain amount of each element; e. g., Variety of duties and skills and knowledges required, originality of thinking, control by supervisors, authority to make decisions and commitments, guide lines, nature of person-to-person relationships, nature of the control of the work of others, and the number and levels of positions supervised. The classifier

WHEN YOU TWO DECIDE,
I'LL WEIGH IT



analyzes each position from the standpoint of these factors and evaluates it according to the standard values. It is not necessary that the classifier be a stenographer to evaluate these elements in stenographic work, or a chemist to appraise research chemistry by the same process. The technique of appraising positions is one requiring special training and experience, and knowledge of the lessons of experience in classification work, evaluation standards, and the effects of classification actions on other administrative operations.

3. Q. Is it the position that is classified or the person who does the work?

A. The position. The work to be done, and employee doing the work must be carefully distinguished. The position of a messenger is of the same nature and value, regardless of the fact that the employee may be trained as an attorney, a sewer digger, a bacteriologist, or an airplane pilot.

Differences in the efficiency or ability of persons doing work of the same grade of difficulty and responsibility can be recognized by the granting of salary increases within the pay range determined by the classification of the duties. That is, if the classification appraisal leads to the conclusion that the difficulty and responsibility of the work meet the standard for grade CAF-5, the range of pay of \$2,000 to \$2,000 is to be used. This means that no matter who does the work, he will be paid at least \$2,000 and never more than \$2,000, for that particular work (exclusive of overtime pay). A higher range would apply if the work became sufficiently more difficult or responsible to warrant a higher grade evaluation. Improvement in efficiency in the performance of the same CAF-5 grade work may be recognized in salary increases from step to step within the CAF-5 ranges; i. e., \$2,000, \$2,100, \$2,200, \$2,300, \$2,400, \$2,500, \$2,600. According to current Federal laws, salary increases may be granted from step to step within pay ranges on two

conditions. 1. The employee must have served 18 months (in positions paid less than \$3,800). 2. The employee must have an efficiency rating of "good," "very good," or "excellent" ("very good" or "excellent" if the salary exceeds the middle of the range). An extra step increase may be granted within the same time period for "especially meritorious service," a degree of service of outstanding character, and over and above "excellent" service.

The classification system is based on the idea that the work itself is the basic thing to be considered in planning, budgeting, recruiting, pay, and reduction in force. As the work changes, adjustments must be made in the number and type of people needed, and the value of their services. A position is a segment of work consisting of duties to be performed and responsibility to be exercised. If the duties and responsibilities assigned to a person should undergo a substantial change the questions arise as to whether the person should remain on that work, and whether the payment made to the employee for that particular work should stay the same. When a position increases in difficulty and responsibility, it calls for higher grade knowledge and skill and deserves higher grade pay. When, on the other hand, the substance of the position is lost due to reorganization, simplified methods and procedure, or contraction of operations, it does not require such high grade talents and is not worth as much. Furthermore, it is not to the interests of the organization to have skill unused in the face of a critical labor shortage; nor to the interests of the employee to be "riding a dead horse," when real opportunities for personal development and service to the organization exist. A classification survey reveals instances of increased or diminished responsibility. By pointing out these instances, classification makes it possible to correct them.

How positions are evaluated



Positions are evaluated by measuring the amount of difficulty and responsibility which they contain.

In order to measure positions fairly, certain common denominators have been recognized. All positions have these elements in greater or lesser degree.



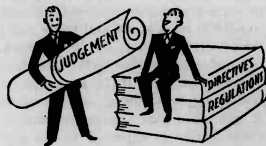
1. Variety

Some positions involve but one task and require only one basic skill or knowledge. Others have a variety of work which demands a larger number or a more advanced degree of skills and knowledges.



2. Supervisory Control From Above

Some positions are closely supervised as to the assignment and review of work, others operate more independently, and in this respect, are worth more.



3. Individual Judgment and Guide Lines

In some positions, procedures and precedents have been so clearly laid out that the employee faces few problems in his work that have not been solved for him. Other positions are not so cut-and-dried, and are therefore more difficult.



4. Originality of Thinking

Some positions require that new ways of doing things be developed. This creative factor is often found in high degree in artistic and scientific positions.



5. Commitments

Some work involves making decisions which commit the organization to a certain course of action. This element of responsibility distinguishes executive positions, for example.



6. Person-to-Person Relationships

The responsibility for obtaining cooperation from other people on matters involving conflicting interests is a factor which is present in many positions, and the value of such work is measured largely on this element.



7. Nature of the Control of the Work of Others

In supervisory positions there are wide differences in what the super-

vision actually amounts to. Some include such work as assigning and reviewing the work of subordinates, giving instructions and advice, training, checking on progress, and taking disciplinary action. Others involve only serving as a straw boss.



8. Number and Level of Positions Supervised

Other factors being present in equal amount, a position involving responsibility for 50 people doing work of complex character has a higher value than one which is responsible for the production of 2 or 3 people engaged in relatively simple tasks.

Among the thousands of positions in a large organization there will be some positions which contain one of these factors in a high degree, others will have a considerable amount of several of them, and a few will have all of them to a high degree.

It is the responsibility of the classifier to measure the difficulty and responsibility of the positions. This measurement is based on facts furnished by employees and supervisors, supplemented by first-hand observation, when necessary. Each Navy classifier has been given intensive training in the technique of position evaluation and in recognizing the characteristics of various classes of work.

For most kinds of work, these characteristics have been established on the basis of classification experience of many years. For new or unusual kinds of work, the character-

istics which distinguish the levels or grades of work are based on analysis along the lines of eight basic factors, after consultation with experts in the subject field. While it is natural for supervisors to feel that they are the best judges of the factors which should be used as a basis for the evaluation of positions under their supervision,

experience has shown that the impartiality and uniformity so essential to achieving equal pay for equal work are better obtained through consultation with selected people who are especially well qualified through experience in their own subject fields and their understanding of the classification problem.

TAKE MORE RESPONSIBILITIES
AND THE CLASSIFICATION
OF YOUR POSITION
WILL BE RAISED!



How Can a Supervisor Use the Classification System to Best Advantage?

The supervisor is interested in position classification in different ways. In the first place the quality of new recruits for his unit will depend in part on what can be offered as to pay.

Secondly, the morale of his working force depends to a great extent on the fairness of the pay relationships among the employees in the unit. Employees are very sensitive to what they are paid. To give one employee the pay of a higher grade than his work is worth will inevitably cause resentment and discontent among others.

Some will grumble, some will slow up in their efforts, and others will quit and go elsewhere. All will feel that the action was taken through favoritism, or due to pressure on a weak supervisor. Some will demand the same treatment.

Several courses are open to the supervisor who wants to help his subordinates obtain more money for the work they do, without upsetting morale, pirating help, starting an inflationary movement, or hoarding unneeded skill.

He can merely grumble about the "Government red tape" and complain about the system and how it operates. To date, no problems have been solved by this means.

He can take the cynical attitude that pressure from those in administrative authority is effective. Sometimes he may succeed in enlisting the aid of high-ranking officials in pushing a case which will not stand up on its own merits. Such situations make it difficult to operate the system on a fair basis and often the only result is the discrediting of the supervisor as a "chiseler," which compels the classifier to be especially cautious in passing on actions in that particular supervisor's unit. This leads to delays, investigations, and conservative evaluations.

If successful in forcing thru a classification action that is not warranted, the supervisor has obtained "a bad apple in the barrel."

In a large organization, such as the Navy Department, it would clearly be impossible to operate a pay system on the basis of pressure from officials if for no other reason than the fact that giving in to such pressure would stimulate more of the same thing until those in charge would find time for nothing else.

He can misrepresent the facts, despite the statutes which relate to the falsification of Government reports and records. While prosecutions for such actions are infrequent, the supervisor accomplishes little by such tactics. He discredits himself and his word, and causes his good cases to be discounted along with the bad ones.

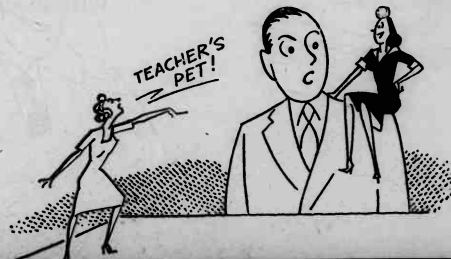


On the other hand, the supervisor who establishes a reputation for honest dealing, has his statements accepted at face value. His cases receive prompt service and the benefit of any doubt, interviewing is kept to a minimum, and in addition he does not have the headaches which result from unequal pay for similar work.

On the other hand, there are several ways in which the supervisor can legitimately obtain more money for his subordinates, without hurting other supervisors, his own employees' best interests, or the organization as a whole.

1. The supervisor can sometimes increase the value of his subordinates' positions by delegating more responsibility or adding more duties. This is the easiest way to solve an individual pay problem and does more than merely raise the pay of a subordinate. It speeds up production, makes the work more interesting for the subordinate, utilizes idle or potential talent, and gives the supervisor more time for his more important duties.

To insure that work has been delegated as much as it is practicable to



do so, it is advisable that the supervisor consider every task that each subordinate has and determine whether each task might be delegated to the next person down the line. In many cases the delegation of work may be substantial enough to warrant a higher classification for the position.

2. Delegating work will not work with "blind alley" jobs. In such cases, the only way for the employee to do higher grade work is to be transferred to an entirely different position, perhaps even to another unit. This means losing the employee, but it has its advantages. No supervisor wants to stand in an employee's way and refuse to let him make the most of an opportunity to improve himself. Also, when an employee leaves a unit for bigger opportunities he usually leaves a fairly high place in the unit, to which an employee can be promoted from within the unit. This promotion will leave a vacancy which will provide an opportunity for a third promotion. Thus a chain of promotions may result.

From letting an employee go, in many cases production will increase rather than lessen because of the stimulation which the assignment of new responsibilities has for the others. Potential skills are put to use, by this method, and the recruiting problem of other supervisors and of the organiza-

tion as a whole is made lighter by a "nonhoarding" policy.

3. The supervisor can see that the duties and responsibilities are properly presented to the classifiers.

Many supervisors, not being trained classifiers, do not know the Federal standards, nor what are considered significant factors of difficulty and responsibility in particular occupations.

To help the employees and supervisors prepare position descriptions which include all important classification facts, the Navy Department has drawn up special lists of specific questions which relate directly to different fields of work. For example, there is a list for architects, another for typists, one for safety engineers, and there are others. More are being prepared. In the case of positions in fields for which such special lists have not yet been prepared, as in the case of smaller series of positions, considerable assistance will be obtained from following the factor item given on the Position Description Form Navexos-66.

There is no particular style or standard language or "magic words" which a position description must have. All that is required is a clear statement in everyday language describing what the employee does. This statement should contain specific facts. Conclusions or generalizations have no value in providing a basis for evaluation, and should be omitted.



Tips to supervisors on Classification

1. Have the facts ready before the classifier comes to see you. Do not be content with answering his questions. Try analyzing the duties yourself to determine the difficulties and responsibilities in the job, and be sure the classifier understands these features.

2. Avoid criticizing the classification system when talking with the classifier. He can't change it. It is a waste of his time and of your opportunity to stress the difficult features of the work.

3. If the facts have all been presented and clearly understood before the decision is made, accept it in good grace. In this way you will maintain good will, and receive the benefit of any doubt that may exist.

4. Do not initiate an action for a change of classification unless you can show substantial grounds for a change, on the basis of the work itself. You will only demonstrate your own lack of sound judgment, and are likely to establish a reputation for taking a "flyer" on anything.

5. Do not make promises of "higher grades" to employees. Wait until you have had the position evaluated. Then if the higher classification is not ap-

proved, you will have no problem of disappointment on your hands.

6. Be sure the remedy for the personnel problem lies in classification before you start such an action. Raising pay will not cure all situations. Consider other alternatives, such as personal recognition, change of assignment, placement in another job, or transfer to another supervisor.

7. In presenting a case, do not talk about what private industry pays, how efficient and loyal the worker is, how much he needs the money, how well equipped he is, or how much overtime he puts in. The classifier is not allowed to consider these things, and it makes it look as if you do not have a sound case on grounds of difficulty and responsibility.

8. Since classifications may be adjusted at any time, report any substantial change in duties, so that the worker who is really doing more responsible or difficult work receives what he earns.

9. Avoid using "canned" phrases in describing a job. State the duties in simple everyday language and give enough detail to show a clear picture of the work and what it requires.

SUMMARY

A. The classification system when properly used, benefits employees and supervisors in these ways:

1. It makes for equal pay for equal work and insures that each employee is paid according to the difficulty and responsibility of his work.

2. It restrains unfair competition and discourages piloting of help.

3. It stabilizes the labor market, and eliminates "shopping" around" by employees, constant shifting and floating, and loss of time and experience.

4. It clarifies duties and responsibility relationships among employees and parts of the organization, and reduces misunderstanding.

5. It provides a basis for letting employees know what they are expected to do, and *who does what*.

6. It provides budgeting and fiscal planning with a common denominator of work values.

7. It provides a definite target for recruiting specific work qualifications to perform specific duties.

8. It facilitates a logical system of transfers and promotions.

9. It prevents waste of money thru the payment of unearned bonuses.

B. The supervisor can use the system to best advantage by—

1. Delegating work.

2. Transferring employees from blind alley jobs.

3. Making sure that positions are properly described to indicate all significant elements of difficulty and responsibility.

For Those Who Want to Read More

1. Facts and Fallacies About Position Classification. By Ismar Baruch. Published by Civil Service Assembly.
2. History of Position Classification and Salary Standardization in the Federal Service—Ismar Baruch. P. C. D. Manual No. A-2. U. S. Civil Service Commission.
3. Position Classification in the Public

Service—Civil Service Assembly, Chicago, 1942.

4. Classification Statutes—U. S. Civil Service Commission. U. S. Government Printing Office, Washington, D. C.
5. Reference Manual of Decisions of the Comptroller General on the Classification Act of 1923, as amended. P. C. D. Manual No. A-4. U. S. Civil Service Commission.

PAY SCALES UNDER THE CLASSIFICATION ACT OF 1923, AS AMENDED

Service and grade		Salary steps within grade					
CFC SP GAF P		Beginning	Middle			Top	
1		\$720	\$780	\$840	\$900	\$960	\$1,020
2		1,200	1,260	1,320	1,380	1,440	1,500
3		1,260	1,320	1,380	1,440	1,500	1,560
4		1,320	1,380	1,440	1,500	1,560	1,620
5		1,380	1,440	1,500	1,560	1,620	1,680
6		1,440	1,500	1,560	1,620	1,680	1,740
7		1,500	1,560	1,620	1,680	1,740	1,800
8		1,560	1,620	1,680	1,740	1,800	1,860
9		1,620	1,680	1,740	1,800	1,860	1,920
10		1,680	1,740	1,800	1,860	1,920	1,980
11		1,740	1,800	1,860	1,920	1,980	2,040
12		1,800	1,860	1,920	1,980	2,040	2,100
13		1,860	1,920	1,980	2,040	2,100	2,160
14		1,920	1,980	2,040	2,100	2,160	2,220
15		1,980	2,040	2,100	2,160	2,220	2,280
16		2,040	2,100	2,160	2,220	2,280	2,340
17		2,100	2,160	2,220	2,280	2,340	2,400
18		2,160	2,220	2,280	2,340	2,400	2,460
19		2,220	2,280	2,340	2,400	2,460	2,520
20		2,280	2,340	2,400	2,460	2,520	2,580
21		2,340	2,400	2,460	2,520	2,580	2,640
22		2,400	2,460	2,520	2,580	2,640	2,700
23		2,460	2,520	2,580	2,640	2,700	2,760
24		2,520	2,580	2,640	2,700	2,760	2,820
25		2,580	2,640	2,700	2,760	2,820	2,880
26		2,640	2,700	2,760	2,820	2,880	2,940
27		2,700	2,760	2,820	2,880	2,940	3,000
28		2,760	2,820	2,880	2,940	3,000	3,060
29		2,820	2,880	2,940	3,000	3,060	3,120
30		2,880	2,940	3,000	3,060	3,120	3,180
31		2,940	3,000	3,060	3,120	3,180	3,240
32		3,000	3,060	3,120	3,180	3,240	3,300
33		3,060	3,120	3,180	3,240	3,300	3,360
34		3,120	3,180	3,240	3,300	3,360	3,420
35		3,180	3,240	3,300	3,360	3,420	3,480
36		3,240	3,300	3,360	3,420	3,480	3,540
37		3,300	3,360	3,420	3,480	3,540	3,600
38		3,360	3,420	3,480	3,540	3,600	3,660
39		3,420	3,480	3,540	3,600	3,660	3,720
40		3,480	3,540	3,600	3,660	3,720	3,780
41		3,540	3,600	3,660	3,720	3,780	3,840
42		3,600	3,660	3,720	3,780	3,840	3,900
43		3,660	3,720	3,780	3,840	3,900	3,960
44		3,720	3,780	3,840	3,900	3,960	4,020
45		3,780	3,840	3,900	3,960	4,020	4,080
46		3,840	3,900	3,960	4,020	4,080	4,140
47		3,900	3,960	4,020	4,080	4,140	4,200
48		3,960	4,020	4,080	4,140	4,200	4,260
49		4,020	4,080	4,140	4,200	4,260	4,320
50		4,080	4,140	4,200	4,260	4,320	4,380
51		4,140	4,200	4,260	4,320	4,380	4,440
52		4,200	4,260	4,320	4,380	4,440	4,500
53		4,260	4,320	4,380	4,440	4,500	4,560
54		4,320	4,380	4,440	4,500	4,560	4,620
55		4,380	4,440	4,500	4,560	4,620	4,680
56		4,440	4,500	4,560	4,620	4,680	4,740
57		4,500	4,560	4,620	4,680	4,740	4,800
58		4,560	4,620	4,680	4,740	4,800	4,860
59		4,620	4,680	4,740	4,800	4,860	4,920
60		4,680	4,740	4,800	4,860	4,920	4,980
61		4,740	4,800	4,860	4,920	4,980	5,040
62		4,800	4,860	4,920	4,980	5,040	5,100
63		4,860	4,920	4,980	5,040	5,100	5,160
64		4,920	4,980	5,040	5,100	5,160	5,220
65		4,980	5,040	5,100	5,160	5,220	5,280
66		5,040	5,100	5,160	5,220	5,280	5,340
67		5,100	5,160	5,220	5,280	5,340	5,400
68		5,160	5,220	5,280	5,340	5,400	5,460
69		5,220	5,280	5,340	5,400	5,460	5,520
70		5,280	5,340	5,400	5,460	5,520	5,580
71		5,340	5,400	5,460	5,520	5,580	5,640
72		5,400	5,460	5,520	5,580	5,640	5,700
73		5,460	5,520	5,580	5,640	5,700	5,760
74		5,520	5,580	5,640	5,700	5,760	5,820
75		5,580	5,640	5,700	5,760	5,820	5,880
76		5,640	5,700	5,760	5,820	5,880	5,940
77		5,700	5,760	5,820	5,880	5,940	6,000
78		5,760	5,820	5,880	5,940	6,000	6,060
79		5,820	5,880	5,940	6,000	6,060	6,120
80		5,880	5,940	6,000	6,060	6,120	6,180
81		5,940	6,000	6,060	6,120	6,180	6,240
82		6,000	6,060	6,120	6,180	6,240	6,300
83		6,060	6,120	6,180	6,240	6,300	6,360
84		6,120	6,180	6,240	6,300	6,360	6,420
85		6,180	6,240	6,300	6,360	6,420	6,480
86		6,240	6,300	6,360	6,420	6,480	6,540
87		6,300	6,360	6,420	6,480	6,540	6,600
88		6,360	6,420	6,480	6,540	6,600	6,660
89		6,420	6,480	6,540	6,600	6,660	6,720
90		6,480	6,540	6,600	6,660	6,720	6,780
91		6,540	6,600	6,660	6,720	6,780	6,840
92		6,600	6,660	6,720	6,780	6,840	6,900
93		6,660	6,720	6,780	6,840	6,900	6,960
94		6,720	6,780	6,840	6,900	6,960	7,020
95		6,780	6,840	6,900	6,960	7,020	7,080
96		6,840	6,900	6,960	7,020	7,080	7,140
97		6,900	6,960	7,020	7,080	7,140	7,200
98		6,960	7,020	7,080	7,140	7,200	7,260
99		7,020	7,080	7,140	7,200	7,260	7,320
100		7,080	7,140	7,200	7,260	7,320	7,380

In excess of \$9,000 by express legislation

CFC—craft, protective, and custodial service; SP—subprofessional service; GAF—general, administrative, and clerical service; P—professional and scientific service.

SUMMARY

A. The classification system when properly used, benefits employees and supervisors in these ways:

1. It makes for equal pay for equal work and insures that each employee is paid according to the difficulty and responsibility of his work.

2. It restrains unfair competition and discourages pirating of help.

3. It stabilizes the labor market, and eliminates "shopping" around" by employees, constant shifting and floating, and loss of time and experience.

4. It clarifies duties and responsibility relationships among employees and parts of the organization, and reduces misunderstanding.

5. It provides a basis for letting employees know what they are expected to do, and *who does what*.

6. It provides budgeting and fiscal planning with a common denominator of work values.

7. It provides a definite target for recruiting specific work qualifications to perform specific duties.

8. It facilitates a logical system of transfers and promotions.

9. It prevents waste of money thru the payment of unearned bonuses.

B. The supervisor can use the system to best advantage by—

1. Delegating work.

2. Transferring employees from blind alley jobs.

3. Making sure that positions are properly described to indicate all significant elements of difficulty and responsibility.

For Those Who Want to Read More

1. Facts and Fallacies About Position Classification. By Ismar Baruch. Published by Civil Service Assembly.
2. History of Position Classification and Salary Standardization in the Federal Service—Ismar Baruch. P. C. D. Manual No. A-2. U. S. Civil Service Commission.
3. Position Classification in the Public

Service—Civil Service Assembly, Chicago, 1942.

4. Classification Statutes—U. S. Civil Service Commission. U. S. Government Printing Office, Washington, D. C.

5. Reference Manual of Decisions of the Comptroller General on the Classification Act of 1923, as amended. P. C. D. Manual No. A-4. U. S. Civil Service Commission.

PAY SCALES UNDER THE CLASSIFICATION ACT OF 1923, AS AMENDED

Service and grade				Salary steps within grade					
CPC	SP	CAF	P	Beginning	Middle				Top
1				\$730	\$780		\$840		\$900
2				1,200	1,200	\$1,320	1,280	\$1,440	1,600
3				1,200	1,200	1,320	1,280	1,440	1,600
4				1,320	1,320	1,380	1,440	1,500	1,620
5				1,320	1,380	1,440	1,500	1,560	1,680
6				1,440	1,500	1,560	1,620	1,680	1,740
7				1,620	1,680	1,740	1,800	1,860	1,920
8				1,680	1,740	1,800	1,860	1,920	1,980
9				1,800	1,860	1,920	1,980	2,040	2,100
10				1,860	1,920	1,980	2,040	2,100	2,160
11				2,040	2,100	2,160	2,220	2,280	2,340
12				2,000	2,100	2,200	2,300	2,400	2,500
13				2,200	2,300	2,400	2,500	2,600	2,700
14				2,300	2,400	2,500	2,600	2,700	2,800
15				2,400	2,500	2,600	2,700	2,800	2,900
16				2,500	2,600	2,700	2,800	2,900	3,000
17				2,600	2,700	2,800	2,900	3,000	3,100
18				2,700	2,800	2,900	3,000	3,100	3,200
19				2,800	2,900	3,000	3,100	3,200	3,300
20				2,900	3,000	3,100	3,200	3,300	3,400
21				3,000	3,100	3,200	3,300	3,400	3,500
22				3,100	3,200	3,300	3,400	3,500	3,600
23				3,200	3,300	3,400	3,500	3,600	3,700
24				3,300	3,400	3,500	3,600	3,700	3,800
25				3,400	3,500	3,600	3,700	3,800	3,900
26				3,500	3,600	3,700	3,800	3,900	4,000
27				3,600	3,700	3,800	3,900	4,000	4,100
28				3,700	3,800	3,900	4,000	4,100	4,200
29				3,800	3,900	4,000	4,100	4,200	4,300
30				3,900	4,000	4,100	4,200	4,300	4,400
31				4,000	4,100	4,200	4,300	4,400	4,500
32				4,100	4,200	4,300	4,400	4,500	4,600
33				4,200	4,300	4,400	4,500	4,600	4,700
34				4,300	4,400	4,500	4,600	4,700	4,800
35				4,400	4,500	4,600	4,700	4,800	4,900
36				4,500	4,600	4,700	4,800	4,900	5,000
37				4,600	4,700	4,800	4,900	5,000	5,100
38				4,700	4,800	4,900	5,000	5,100	5,200
39				4,800	4,900	5,000	5,100	5,200	5,300
40				4,900	5,000	5,100	5,200	5,300	5,400
41				5,000	5,100	5,200	5,300	5,400	5,500
42				5,100	5,200	5,300	5,400	5,500	5,600
43				5,200	5,300	5,400	5,500	5,600	5,700
44				5,300	5,400	5,500	5,600	5,700	5,800
45				5,400	5,500	5,600	5,700	5,800	5,900
46				5,500	5,600	5,700	5,800	5,900	6,000
47				5,600	5,700	5,800	5,900	6,000	6,100
48				5,700	5,800	5,900	6,000	6,100	6,200
49				5,800	5,900	6,000	6,100	6,200	6,300
50				5,900	6,000	6,100	6,200	6,300	6,400
51				6,000	6,100	6,200	6,300	6,400	6,500
52				6,100	6,200	6,300	6,400	6,500	6,600
53				6,200	6,300	6,400	6,500	6,600	6,700
54				6,300	6,400	6,500	6,600	6,700	6,800
55				6,400	6,500	6,600	6,700	6,800	6,900
56				6,500	6,600	6,700	6,800	6,900	7,000
57				6,600	6,700	6,800	6,900	7,000	7,100
58				6,700	6,800	6,900	7,000	7,100	7,200
59				6,800	6,900	7,000	7,100	7,200	7,300
60				6,900	7,000	7,100	7,200	7,300	7,400
61				7,000	7,100	7,200	7,300	7,400	7,500
62				7,100	7,200	7,300	7,400	7,500	7,600
63				7,200	7,300	7,400	7,500	7,600	7,700
64				7,300	7,400	7,500	7,600	7,700	7,800
65				7,400	7,500	7,600	7,700	7,800	7,900
66				7,500	7,600	7,700	7,800	7,900	8,000
67				7,600	7,700	7,800	7,900	8,000	8,100
68				7,700	7,800	7,900	8,000	8,100	8,200
69				7,800	7,900	8,000	8,100	8,200	8,300
70				7,900	8,000	8,100	8,200	8,300	8,400
71				8,000	8,100	8,200	8,300	8,400	8,500
72				8,100	8,200	8,300	8,400	8,500	8,600
73				8,200	8,300	8,400	8,500	8,600	8,700
74				8,300	8,400	8,500	8,600	8,700	8,800
75				8,400	8,500	8,600	8,700	8,800	8,900
76				8,500	8,600	8,700	8,800	8,900	9,000
77				8,600	8,700	8,800	8,900	9,000	9,100
78				8,700	8,800	8,900	9,000	9,100	9,200
79				8,800	8,900	9,000	9,100	9,200	9,300
80				8,900	9,000	9,100	9,200	9,300	9,400
81				9,000	9,100	9,200	9,300	9,400	9,500
82				9,100	9,200	9,300	9,400	9,500	9,600
83				9,200	9,300	9,400	9,500	9,600	9,700
84				9,300	9,400	9,500	9,600	9,700	9,800
85				9,400	9,500	9,600	9,700	9,800	9,900
86				9,500	9,600	9,700	9,800	9,900	10,000
87				9,600	9,700	9,800	9,900	10,000	10,100
88				9,700	9,800	9,900	10,000	10,100	10,200
89				9,800	9,900	10,000	10,100	10,200	10,300
90				9,900	10,000	10,100	10,200	10,300	10,400
91				10,000	10,100	10,200	10,300	10,400	10,500
92				10,100	10,200	10,300	10,400	10,500	10,600
93				10,200	10,300	10,400	10,500	10,600	10,700
94				10,300	10,400	10,500	10,600	10,700	10,800
95				10,400	10,500	10,600	10,700	10,800	10,900
96				10,500	10,600	10,700	10,800	10,900	11,000
97				10,600	10,700	10,800	10,900	11,000	11,100
98				10,700	10,800	10,900	11,000	11,100	11,200
99				10,800	10,900	11,000	11,100	11,200	11,300
100				10,900	11,000	11,100	11,200	11,300	11,400

In excess of \$9,000 by express legislation

CPC=crafts, protective, and custodial service; SP=subprofessional service; CAF=clerical, administrative, and fiscal service; P=professional and scientific service.

26659

**END OF
TITLE**